



## **IMPLEMENTATION STRATEGY**

Leveraging Investments in Neighborhood Corridors Strategy (LINCS) is an interagency partnership that was created to help strengthen several major corridors and enhance the aesthetics and economic vitality of some of Baltimore's key gateways. Input from residents and stakeholders as well as city agencies have created the framework for the implementation matrix that follows for the Liberty Heights Avenue (2100 – 5700 blocks) and Garrison Boulevard (2900 – 3400 blocks) corridors. The LINCS implementation matrix identifies the city agency partners for each action item. Those agencies include:

Baltimore City Police Department (BCPD)  
Department of Recreation and Parks (BCRP)  
Baltimore Development Corporation (BDC)  
Baltimore Office of Promotion and the Arts (BOPA)  
Department of General Services (DGS)  
Department Housing and Community Development (DHCD)  
Department of Planning (DOP)  
Department of Transportation (DOT)  
Department of Public Works (DPW)  
Enoch Pratt Free Library (EPFL)  
Forestry Division of the Department of Recreation and Parks (Forestry)  
Maryland Transit Administration (MTA)  
Parking Authority of Baltimore City (PABC)

# LINCS IMPLEMENTATION STRATEGY

## LIBERTY HEIGHTS AVENUE & GARRISON BOULEVARD CORRIDORS

**1 GOAL: Create corridors that are safe and accessible for multiple modes of transit through an improved street design and pedestrian amenities.**

Objective	Action	Lead + Partners	Time				Notes
			Now	1-3 yrs	3-5 yrs	5+yrs	
<b>1.1 Improve pedestrian safety and access</b>	Make sure all crosswalks are clearly striped and repaint those that are no longer visible.	DOT		—			
	Identify opportunities to improve pedestrian and vehicular safety at the intersection of Liberty Heights Avenue and Reisterstown Road.	DOT			—		Liberty Heights Avenue to be resurfaced from Druid Park Lake Drive to N. Dukeland Street (6/15/21).  Expected to start in Spring of 2022. Linda to find out if the repaving can be extended up to Rosedale Road (10/19/21).
<b>1.2 Improve bicycle safety and access</b>	Identify opportunities for enhanced bike facilities on Liberty Heights Avenue and Garrison Boulevard.	DOT			—		The <a href="#">Baltimore City Separated Bike Lane Network Addendum to 2015 Bike Master Plan Update</a> recommends separated bike facilities for the entire stretch of Liberty Heights.
	Identify potential motorized scooter drop off areas such as the Mondawmin Metro Station, BCCC, and Druid Hill Park.	DOT		—			DOT to reconsider BCCC as a scooter location. (2/18/20).
	Install secure bicycle parking at key destinations along the corridors.	DOT		—			Bicycle racks can be requested at <a href="https://transportation.baltimorecity.gov/bikerackrequestform">https://transportation.baltimorecity.gov/bikerackrequestform</a> (6/16/20).

							MOU between DOT and MTA to install designated scooter parking at West Cold Spring and Rogers Avenue Metro Stations (2/16/21).
<b>1.3 Enhance the street design and environment</b>	Investigate the potential to install a dedicated left turn lane and signal on Liberty Heights Avenue for vehicles turning on to Garrison Boulevard.	<b>DOT</b>			—		<b>Incomplete.</b> After running the data, DOT determined that the location does not meet the criteria for a left turn signal at this time (11/18/19).
	Plant native perennial plants in the medians along Liberty Heights Avenue.	<b>Forestry</b> DOT		—			<b>Incomplete.</b> Forestry does not plant perennial plants in medians but they can target a number of tree plantings for such sites annually.
	Prune street trees, including the lower portion of trees in the median, to improve visibility for pedestrians and motorists.	<b>Forestry</b>	—				Via the Proactive Neighborhood Pruning Program, Forestry will be pruning (or removing if the tree is dead) all trees above 5 inches diameter at breast height on the 3200-3600 blocks of Liberty Heights by the end of FY'19.
	Identify opportunities to install stormwater treatment practices on Garrison Boulevard.	<b>DPW</b>			—		
	Improve the visibility of street names by installing overhead large street name signs and cutting back foliage blocking signage.	<b>DOT</b> Forestry		—			<b>Complete.</b> New street signs were installed in September 2020.
	Improve the coordination of timing for the traffic signals at Garrison Boulevard and Liberty Heights Avenue to improve vehicular circulation.	<b>DOT</b>		—			
	Complete a traffic calming study on Garrison Boulevard from the 2900 block to the 3300 block and install traffic calming measures accordingly.	<b>DOT</b>	—				<b>Complete.</b> Traffic study completed in September. Enhancements included:

						<ul style="list-style-type: none"> <li>-Pavement marking changes</li> <li>-Striping and widening parking lanes</li> <li>-Installation of pedestrian refuge areas</li> <li>-New striped crosswalks</li> <li>-Eliminated 2-way left turn lane</li> </ul> <p>Improved demarcation at the intersection of Forest Park Avenue &amp; Garrison Boulevard</p> <p>ADA ramp to be installed in front of the library (10/20/20).</p>
	Repair damaged portions of the street on the 2900 block of Liberty Heights Avenue.	DOT		—		<b>Complete.</b> BGE patched the damaged areas .
<b>1.4 Improve the public transit experience</b>	Install digital signage at the Mondawmin Metro Station with live tracking of bus and metro routes.	MTA		—		<p>MTA currently working on a project to install digital signage for real-time bus arrival predictions and other system information. The design phase is complete with construction estimated to start in 2020. Real time information for metro will arrive with the new rail cars, that is still multiple years out. (2/18/20)</p> <p>Construction is complete for the bus tracking at Mondawmin Metro Station (10/19/21).</p>
	Ensure bus schedules are posted at transit stations and bus stops.	MTA		—		MDOT/MTA is working to create standard bus stop design guidelines to standardize which stops receive different amenities including information boxes. Printed schedules and

						<p>information at information kiosks throughout the system. Schedule changes three times a year. The TransitApp shows information in real time. MTA working on improving frequencies and also using real time information to influence schedules.</p> <p>Shelter on Garrison Boulevard in front of Wayland Village – pole was knocked down but the schedule wasn't put back. Jamie to check on this location (2/16/21).</p> <p>Infoboxes are up in front of the library and Wayland Village. Laurence Campbell requested to have one installed at Duvall. Glass in shelter was broken on Liberty Heights Avenue at CCBC or Mondawmin (6/15/21).</p>
	Enhance the Mondawmin Transit Station with additional lighting, landscaping, and public art.	<b>MTA</b> BOPA				<p>—</p> <p>No lighting, landscaping, or public art upgrades planned at this time. MTA currently does not have any funding for these items but would be happy to work with partners to achieve these goals.</p>
	Ensure that bus drivers always stop for individuals with disabilities that are waiting for the bus.	<b>MTA</b>	—			<p>MDOT/MTA has a lengthy bus operator training program that is continually being reviewed and improved.</p>
	Identify ways to improve customer service and rider satisfaction.	<b>MTA</b>	—			<p>MTA created Transit app that can be downloaded to</p>

							<p>help improve the rider experience.</p> <p>Renovation/replacement of the Mondawmin Customer Service Kiosk. Currently in the design stage with construction estimated for Summer 2020. Lack of funding. Looking for other funding sources but on hold at the moment (2/16/21).</p> <p>Installation of more real time signage at metro and light rail stations Using real time information to create schedules and increase on time performance metrics.</p> <p>Transit Signal Priority coming to Liberty Heights Avenue has been installed (6-16-20).</p> <p>Bus Shelters scheduled to be installed at the library as well as the corner of Duvall &amp; Garrison. Designs are complete. Shelter without a bench is possible to deter loitering (2/18/20). Potential funding coming up in the next fiscal year though Garwyn Oaks doesn't consider this location a high priority (2/16/21).</p> <p>Implementation of bus shelters is on hold due to budget constraints (6-16-</p>
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							<p>20). Potential funding coming up in the next fiscal year (2/16/21).</p> <p>Bus shelter (single shelter) in front of the ShopRite is in procurement phase and should be installed by the end of the year. Jamie will take a look at the potential of installing a second shelter (10/19/21).</p> <p>Jamie to ask MTA police if they have access to data to show what stops have the most calls/issues. How many MTA police officers are patrolling in Baltimore City? (10/19/21).</p>
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**GOAL: Increase the number of neighborhood serving retail establishments in order to create strong commercial and community nodes.**

Objective	Action	Lead + Partners	Time				Notes
			Now yrs	1-3 yrs	3-5 yrs	5+	
<b>2.1 Assist and improve the business districts along the corridors</b>	Utilize commercial incentives available through the Baltimore Development Corporation to attract new small businesses such as sit down restaurants and cafes to the corridors.	<b>BDC</b>	—				BDC providing technical assistance and a grant program following COVID-19 (6-16-20).
	Proactively market the façade improvement grant to business and property owners along the corridors.	<b>BDC</b>	—				<p>Façade project at the Ashburton Shopping Center is complete by the property owner.</p> <p>Façade project on the 4700 block of Liberty Heights is complete.</p> <p>Small business assistance program utilized on the 4700 block of Liberty Heights Avenue for one business (10/20/20).</p> <p>Owner of the carwash is open to a façade improvement grant (pylon sign) (2/16/21).</p> <p>BDC is focused on the 3900 block of Liberty Heights Avenue for façade improvements (10/19/21).</p>

	Create an inventory of existing businesses as well as vacant commercial units on Liberty Heights Avenue and Garrison Boulevard.	BDC DOP		—			<b>Complete.</b> For a copy of the business inventory please click <a href="#">here</a> .
	Identify available office space that could house a business incubator.	BDC DOP			—		2904 Garrison Blvd. 4808 Liberty Heights Ave.
	Create artistic renderings of the 4 business districts to show what the corridors could look like with physical improvements.	DOP		—			Design Planner is willing to work with interested community organizations.
	Develop a list of commercial expectations and deliver to businesses operating on the corridors.	Community		—			
	Review the Mondawmin Transit Station Urban Renewal Plan, Liberty-Garrison Business Area Urban Renewal Plan, and the Howard Park Business Area Urban Renewal Plan for relevancy and conformity to the new zoning code.	DOP	—				<b>Complete.</b> <a href="#">Liberty Garrison URP</a> and <a href="#">Howard Park URP</a> both include uses that are no longer recognized under the <a href="#">new zoning code</a> . Both Urban Renewal Plans should be amended or repealed.
	Install additional parking meters and upgrade existing parking meters on the 4600 and 4700 blocks of Liberty Heights Avenue.	PABC		—			<b>Complete.</b> Parking meter upgrades complete. Credit cards can now be used to pay the meters on these blocks. Additional meters were installed on the 4700 block of Gwynn Oak Avenue.
	Explore opportunities for additional pedestrian street lights and street trees in the business district on the 2900 block of Garrison Boulevard.	DOT				—	Work with Forestry to trim overgrowth. Lighting survey. Follow up with Frank Murphy.  Linda Taylor-Newton sent request to TEC division and will get back to us

						<p>with a status update (2/16/21).</p> <p>BDC, DOT, Planning, and GO Northwest to coordinate (6/15/21).</p> <p>DOT provided a cost estimate to BDC for new pedestrian street lights (10/19/21).</p>
<b>2.2 Proactively address problematic properties</b>	Pursue receivership for problem properties.	<b>DHCD</b>		—		<p>For the status of receivership cases please click <a href="#">here</a>.</p> <p>Courts have been closed for nearly a year (2/16/21).</p> <p>2305-07 Garrison Boulevard ordered for demolition by April 2021 (2/16/21).</p>
	Explore receivership for 3203 Garrison Boulevard and determine if the neighboring church is interested in acquiring the property.	<b>DHCD</b> <b>BDC</b>				<p>— <b>Complete.</b> Receivership case was filed on 11/02/2017. Sold on 9/25/18 to Benedict Johnson. Use and Occupancy permit issued on 8/17/20 (10/20/20).</p>
	Promote the existing health and wellness establishments operating on the corridors and assist with efforts to expand their services.	<b>BDC</b>	—			BDC to update.
	Partner with the businesses located at the intersection of Liberty Heights Avenue and Garrison Boulevard to identify enhancements that will improve the appearance of that intersection.	<b>BDC</b> <b>DOT</b>		—		Code enforcement should target businesses for excess window coverage/signage.

							Dave Garza currently working with the businesses near the intersection (2/16/21).
	Assist businesses interested in creating merchants associations on the corridors.	BDC	—				BDC met with businesses to develop merchant group.
<b>2.3 Facilitate major redevelopment projects</b>	Explore redevelopment opportunities for the former Saint Marks Methodist Episcopal Church located at 3400 Garrison Boulevard.	BDC DHCD				—	
	Pursue redevelopment of the Ambassador Theater and encourage the use of historic tax credits as a potential funding mechanism.	BDC DHCD DOP	—				<p>The theater has been stabilized. Nearly \$700,000 has been allocated via <a href="#">Pimlico Local Impact Aid</a> to assist with the redevelopment of the Ambassador. The architect has been selected (6-16-20).</p> <p>Artistic fencing to be installed in front of the building. Canvas banner to be installed on the marquee. Construction expected to begin in the 4<sup>th</sup> quarter of 2022 (10/20/20).</p>
	Modernize the Forest Park Branch Library utilizing funds from the Capital Improvement Program.	DGS EPFL			—		<p>\$4.5 million has been earmarked for the renovation of the library via the <a href="#">Capital Improvement Program</a>.</p> <p>Architect is finished with the schematics. In the process of finalizing the contract for construction/bid ready</p>

							documents. Construction should begin in 18 months (10/19/21).
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**3 GOAL: Improve the appearance of the corridors utilizing public art installations, increased code enforcement, and enhanced sanitation strategies.**

Objective	Action	Lead + Partners	Time				Notes
			Now 5+yrs	1-3 yrs	3-5 yrs		
<b>3.1 Organize stakeholders and mitigate sanitation concerns</b>	Identify locations for new street trash cans.	<b>Community</b> DPW		—			
	Contact 311 when street trash cans are full and ensure corner cans are being collected twice per day.	<b>Community</b> DPW	—				Corner cans aren't being emptied twice a day (10/20/20).  Michael Lucas to check on the status of corner can collection along Liberty Heights Avenue and Garrison Boulevard (2/16/21).
	Ensure weekly mechanical street sweeping occurs on Liberty Heights Avenue and Garrison Boulevard.	<b>DPW</b>	—				Street sweeping back in operation along gateways – weekly on Liberty Heights Avenue. COVID-19 significantly impacted DPW operations (2/16/21).
	Organize entire blocks to sign the release waiver for Rat Rubout so they can proactively bait for rats.	<b>Community</b> DPW	—				
	Contact 311 to request that violation notices or citations be issued to property owners (including bank-owned foreclosures) for high grass and litter.	<b>Community</b> DHCD	—				
	Contact 311 to request that enforcement measures be taken for improper trash collection and storage for businesses located on the 2900 block of Garrison Boulevard.	<b>Community</b> DHCD	—				

	Maintain city-owned empty lots and remove litter from prior to mowing.	DPW	—				
	Contact 311 to report unsecured vacant properties and request boarding.	Community DPW DHCD	—				
	Retain designation of Liberty Heights Avenue and Garrison Boulevard as streamlined code enforcement areas.	DHCD		—			<b>Complete.</b> Liberty Heights Avenue and Garrison Boulevard are still streamlined code enforcement areas.
	Request DHCD representation at community association meetings for information about how neighbors can partner with Code Enforcement to address nuisance properties.	Community DHCD		—			
<b>3.2 Enhance the corridors with new public art installations and partnerships</b>	Evaluate the intersection of Garrison Boulevard and Maine Avenue as a potential location for public art.	BOPA Community		—			
	Complete mural projects at visible locations along the corridors.	BOPA Community			—		Community to provide locations to BOPA.  Christopher Brooks sent out surveys but only received a few responses. Howard Park, Concerned Citizens of Forest Park, and Ashburton expressed interest in public art with a unified theme along the Liberty Heights corridor (6-16-20).  Discussions occurred with BOPA for different themes. Interest in horizontal murals. BDC

						<p>CIP LINCS funds could be utilized (10/20/20).</p> <p>Preliminary locations have been identified. Next step is for an artist to come in and work with the community to come up with a design. RFQ expected in the next 30 days (2/16/21).</p> <p>BOPA and BDC are finalizing an agreement to proceed to BOE (10/19/21).</p>
	Create a community task force to oversee public art projects.	<b>Community</b> BOPA	—			
	Explore unique art installations at bus stops and bus shelters.	<b>BOPA</b> MTA Community			—	
	Explore opportunities for new interactive touchable public art throughout the corridors developed and fabricated locally.	<b>BOPA</b> Community		—		<p>BOPA is finalizing an agreement with BDC for a public art project on the 3800 block of Liberty Heights Avenue.</p>
	Develop an arts partnership with local school children to create unique anti-littering messaging/signage.	<b>Community</b>		—		

**4 GOAL: Pursue programs and activities that seek to ensure and promote public interest, safety, and well-being through community engagement, agency coordination, and improved community policing efforts.**



Objective	Action	Lead + Partners	Time Now 5+yrs 1-3 yrs 3-5 yrs				Notes
<b>4.1 Increase police presence in nuisance areas</b>	Increase police visibility on the 2900 block of Garrison Boulevard, the 3800 block of Liberty Heights Avenue, and the 4700 block of Liberty Heights Avenue.	<b>BCPD</b>	—				<p>CitiWatch cameras installed at intersections of Liberty Heights Avenue &amp; Gwynn Oak Avenue and Liberty Heights Avenue &amp; Garrison Boulevard. (6-16-20).</p> <p>Det. Hammond to follow up with West Bend Auto to make sure they get the proper permits for future events (6/15/21).</p> <p>Sgt. Feaster said that OT units are assigned to the intersection of Liberty Heights &amp; Garrison (6/15/21).</p>
	Institute the “Padlock Law” to shut down nuisance businesses where applicable.	<b>BCPD</b> <b>DHCD</b>		—			<p>Utilized for BP Gas Station on Garrison Boulevard and they were shut down for 1 year prior to reopening.</p> <p>The owners have been compliant since reopening (10/20/20).</p>
	Explore technological innovations in crime prevention including expanded use of the CitiWatch Community	<b>BCPD</b>		—			

	Partnership to deter criminal activity on the corridors.						
	Assign recently graduated police officers to foot patrol on the commercial corridors.	BCPD	—				
<b>4.2 Increase collaboration between law enforcement and the community</b>	Identify opportunities for new neighborhood partnerships such as Citizens on Patrol to increase security along Liberty Heights Avenue and Garrison Boulevard.	BCPD Community		—			
	Improve the line of communication between the community and the District Major.	Community BCPD	—				Community has had positive interactions with the new NW commanders
<b>4.3 Assist residents and merchants with proactive measures that improve public safety</b>	Consider a pilot project to assist businesses with the purchase and installation of security cameras that provide surveillance and promote community safety.	BDC		—			<p>Piloted in VRI areas. Potential to expand and tie in with façade project on the 4700 block of Liberty Heights Avenue.</p> <p>Potentially included for Garrison/Liberty Heights façade improvement project (2/16/21).</p> <p>Security cameras can be included in a façade improvement grant project. Even side of the 4700 block of Liberty Heights Avenue in interested in a façade project (6-15-21).</p>
	Encourage property owners to post their address in the rear of their property.	Community	—				
	Encourage residential and commercial property owners to have properties well-lit in the front and rear of properties at night.	Community	—				

	Call 911 when illegal activity is occurring in/around businesses so that there is a record of negative community impacts.	Community	—				
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**GOAL: Enhance the public parks along the corridors and improve their connectivity to the surrounding residential and commercial nodes.**

Objective	Action	Lead + Partners	Time				Notes
			Now 5+ yrs	1-3 yrs	3-5 yrs		
<b>5.1 Make strategic improvements to Druid Hill Park</b>	Identify opportunities to enhance pedestrian connectivity to Druid Hill Park for the neighborhoods that surround it.	<b>DOT</b> BCRP DOP					<p><a href="#">Big Jump</a> on Druid Park Lake Drive.</p> <p>Traffic study to look beyond Big Jump. Linda Taylor-Newton to provide update. (2/18/20).</p> <p>Part of the Big Jump was moved last week. William Ethridge is the DOT Planner for this project (10/20/20).</p> <p>Linda to identify when Druid Park Lake Drive will be repaved (10/20/20).</p> <p>Community stakeholders meeting scheduled for Druid Park Lake Drive on 2/25/21 and then an open public meeting scheduled for late March/early April (2/16/21).</p>
	Explore the possibility of opening a concession stand in Druid Hill Park.	<b>BCRP</b>					<p>Will be included when the pool renovations in Druid Hill Park are complete.</p> <p>Pool is expected to be open on Memorial Day (10/19/21).</p>

	Request funds through the Capital Improvement Program to upgrade the athletic field adjacent to the Reptile House in Druid Hill Park.	BCRP		■			Field and parking improvements in process.
	Identify opportunities through the Green Network Plan for improved connectivity between Hanlon Park and Druid Hill Park in order to advance the Parks and People Foundation's "One Park" concept.	DOP BCRP DOT	■				The Baltimore Greenway Trail is exploring opportunities for a citywide connected trail system.
	Assess the need for additional traffic calming measures to improve pedestrian safety for the streets within Druid Hill Park	DOT BCRP		■			Raised crosswalks with curb bumpouts on East Drive are included as part of Druid Hill Trail Head improvements. They will be located across from the pool and from 3001 East Drive.
<b>5.2 Make strategic improvements to Hanlon Park</b>	Create safe, accessible, inclusive and inviting entrances to Hanlon Park that include attractive and visible park signage.	BCRP		■			This is included as part of DPW's Lake Ashburton Water Tank project.
	Form a Friends of Hanlon Park organization to mobilize the park's stewards and enthusiasts.	Community	■				<b>Complete.</b> Friends of Hanlon Park has been formed.
	Create additional vehicle parking for park visitors.	BCRP				■	There is an existing parking lot that can be reopened, south of the reservoir, next to the pump station. BCRP will consider reopening after the DPW project is complete. BCRP is also exploring street parking on N. Dukeland Street.
	Complete the renovations to the lower playground along Gwynns Falls Pkwy.	BCRP	■				<b>Complete.</b>
	Renovate the upper portion of the park along Liberty Heights Avenue to include a playground, pavilion, comfort station,	BCRP				■	The Friends of Hanlon Park requested changes for the Hanlon Park

	fitness equipment, multi-purpose athletic field with lights, pathways, seating, and an amphitheater.						improvements (no amphitheater, no bike paths through the park, restore the park as a local community park and not planned as a large city park).
	Identify opportunities for additional public art, street furniture, and aesthetic enhancements such as walk over recessed lighting in walking paths.	<b>Community</b> BCRP			—		This is a potential future project that will require capital funds. DPW indicates that the lake will be open for recreational use. This needs to be verified by DPW.
	Identify opportunities to improve public safety in Hanlon Park.	<b>BCPD</b> BCRP		—			
	Make sure there is adequate year-round park programming in Hanlon Park.	<b>BCRP</b> Community	—				
	Renovate the existing basketball court south of Lake Ashburton.	<b>BCRP</b>				—	This is included as part of DPW's tank project.